

ANALYSIS OF THE IMPLEMENTATION OF STANDARD OPERATING PROCEDURES TO IMPROVE OUTPATIENT REGISTRATION SERVICES AT LABUHAN DELI COMMUNITY HEALTH CENTER

Tiara Pakar Ningrum¹, Dewi Agustina¹
¹Universitas Islam Negeri Sumatera Utara Medan
Email address: tiaraespn@gmail.com

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ABSTRACT

This study aims to analyze the implementation of Standard Operating Procedures (SOPs) in improving outpatient registration services at a primary health center in Indonesia. A qualitative case study design was employed, with data collected through in-depth interviews, direct observations, and document review involving ten informants, including health center management, registration and medical record officers, and outpatient service users. Data were analyzed using an interactive analysis model to identify factors supporting and hindering SOP implementation. The findings indicate that outpatient registration SOPs have been implemented systematically, with successful implementation influenced by staff competence, understanding of procedures, and active patient participation. Several challenges, such as limited patient compliance and technical disruptions, were identified; however, these barriers were effectively addressed through direct patient education, regular SOP socialization, continuous monitoring and evaluation, and open communication among staff. These efforts contributed to improved service flow and enhanced service quality in outpatient registration. Strengthening SOP dissemination, improving staff capacity, and reinforcing patient education are recommended as policy strategies to ensure sustainable improvements in outpatient registration services at primary healthcare facilities.

Keywords: *Standard Operating Procedures, Registration Services, Outpatient Care, Primary Health Centre*

Introduction

Outpatient registration services are a critical entry point in the health service delivery system, as they shape patients' initial perceptions of service quality and influence the efficiency of subsequent care processes. In primary healthcare facilities such as Community Health Centers (Puskesmas), effective outpatient registration services are essential to ensure timely, accurate, and equitable access to healthcare. Therefore, service quality at the registration stage reflects the overall performance of healthcare institutions.

Standard Operating Procedures (SOPs) play a fundamental role in ensuring consistency, efficiency, and accountability in healthcare service delivery. The (World Health Organization, 2022) defines SOPs as written instructions that standardize routine tasks to ensure accuracy and uniformity. Similarly, the Indonesian Ministry of Health emphasizes that SOPs serve as formal guidelines to support professional, effective, and standardized health service activities (Permenkes RI, 2010). Proper SOP implementation is essential to minimize errors, improve

service efficiency, and enhance patient satisfaction, particularly in outpatient administrative services.

Several previous studies have highlighted the importance of SOP implementation in healthcare settings. (Hidayat et al., 2021) found that clear and well-socialized SOPs significantly improve employee performance and service consistency. A study by (Juni N, Winata EA, Yaser M, 2023) reported that outpatient registration services strongly influence patient satisfaction because they represent the first contact point with healthcare facilities. Research conducted by (Sugiarsi S, Antik Pujihastuti, 2021) emphasized that Puskesmas are responsible for developing and implementing SOPs to improve public understanding and trust in healthcare services. Furthermore, (Mulyanti S, Probowati A, Jl A, 2024) demonstrated that standardized outpatient procedures improve service flow and reduce waiting times in Puskesmas. At the international level, (World Health Organization, 2022) highlighted that SOP compliance is crucial in maintaining service quality, especially during transitions to digital health systems.

Despite the established importance of SOPs, various studies indicate that their implementation remains challenging. (Effendi, 2020) noted that inefficiencies in health service administration often arise

from inadequate SOP enforcement and limited human resource capacity. Additionally, (Hartanti & Suryani, 2024) reported that incomplete patient administrative documents and limited understanding of procedures frequently hinder outpatient registration processes. Studies on digital transformation in healthcare also reveal persistent obstacles, such as limited technological infrastructure, unstable internet connectivity, and disparities in staff digital literacy, which affect the implementation of electronic medical records and digital SOPs.

Preliminary findings at the Labuhan Deli Community Health Center indicate similar challenges in implementing SOPs for outpatient registration. Patients often fail to bring required identification documents such as National Identity Cards (KTP) and Family Cards (KK), complicating administrative processes (Puskesmas Labuhan Deli., 2025). In addition, technical barriers such as internet disruptions hinder the optimal use of electronic medical records. Human factors, including limited patient understanding of procedures and staff communication challenges, further affect service effectiveness (Niska Salsiani Sinta, 2023). These conditions suggest a gap between SOP standards and their practical implementation in outpatient registration services.

Based on these issues, this study aims to analyze the implementation of Standard Operating Procedures (SOPs) in outpatient registration services at the Labuhan Deli Community Health Center, identify existing barriers, and examine how SOP implementation can contribute to improving service quality. The findings are expected to provide evidence-based recommendations to enhance SOP effectiveness and strengthen outpatient registration services at primary healthcare facilities.

Method

This research uses a qualitative approach with a case study method to understand the phenomenon of implementing Standard Operating Procedures (SOPs) for outpatient services in depth and holistically. According to Creswell, a case study is an exploration of a bounded system (programs, events, activities, individuals) through in-depth data collection from various sources.

The research subjects included the Head of the Community Health Center (1), the Head of Quality Assurance (1), the Head of Administration (1), the Information and Registration Officer (2), the Medical Records Officer (1), and Outpatients (4). The research object was the process and obstacles to implementing SOPs for outpatient services.

Research Location and Time

The research was conducted at the Labuhan Deli Community Health Center, Labuhan Deli District, Deli Serdang Regency, North Sumatra, from December 2024 to May 2025.

Data Collection Method

Data were obtained through in-depth interviews, observation, and documentation from the Labuhan Deli Community Health Center.

Data Collection Procedure

- Primary Data: obtained through in-depth interviews with informants using a questionnaire guide.
- Secondary Data: derived from community health center documents, books, and research related to patient care SOPs.

Data Validity

Data validity is maintained through source triangulation, which involves comparing and verifying the consistency of data from various informants to increase credibility.

Results

Analysis of the Implementation of Standard Operating Procedures (SOPs) for Outpatient Registration at the Labuhan Deli Community Health Center

The analysis of the implementation of Standard Operating Procedures (SOPs) for Outpatient Registration at the Labuhan Deli Community Health Center, based on

Fajar Nur'aini's book, can be seen from the understanding of Standard Operating Procedures (SOPs), accessibility of Standard Operating Procedure (SOP) documents, knowledge of roles and functions according to the Standard Operating Procedures (SOPs), and monitoring of the implementation process of Standard Operating Procedures (SOPs) at the Labuhan Deli Community Health Center.



Figure 4.1 Bar Chart of Implementation of SOP for Registration at Labuhan Deli Health Center Understanding Standard Operating Procedures (SOPs)

Standard Operating Procedures (SOPs) serve as a standard reference that ensures every work process is carried out consistently, efficiently, and in accordance with established standards. Information from dialogues with informants regarding the understanding of Standard Operating Procedures (SOPs) is as follows:

"Yes, of course I understand, I myself fully understand every step in the service procedure, starting from patient registration to treatment, because I also

participated in the preparation of the SOP for this health center" (Informan 1)

"Yes, I understand, all SOPs contain a flow chart that all employees must understand according to their duties, including their medical records, what is their SOP, they must understand it, right?" (informan 2)

"You definitely need to understand the Labuhan Deli Community Health Center SOP, regarding the registration SOP, and also know the flow and SOP" (informan 3)

"I understand and have memorized the SOPs in my field. I work in medical records, so I know the SOPs, and I definitely use them as a guideline in my work." (informan 4)

"I understand the SOPs for registration, because I use them in my daily work." (informan 5)

"Yes, I understand them because I work in the information department, so it's my job to help and serve patients according to the SOPs." (informan 6)

"For the registration flow, I understand, I always follow the flow because if we don't follow the flow, there will definitely be a fear of not being served because there are procedures for each one" (informan 7)

"When I first came for treatment, I didn't understand the standard operating procedures (SOP). I thought I could just go straight to the clinic without bringing any personal information, since the Community

Health Center is a government facility."
(Informant 8)

"SOP? What's an SOP, Miss? I don't really understand what that means. I just went to the clinic as usual, following the instructions of the staff here." (Informant 9)

"I don't really know about the SOP. What I remember when I was treated here was that the first thing we had to do was bring and use a medical card, then go to the information service and queue" (informan 10)

Based on the analysis of the discussions and dialogues, it can be concluded that the implementation of Standard Operating Procedures (SOPs) at the Labuhan Deli Community Health Center has become the primary foundation for ensuring consistent, structured, and standardized outpatient registration services. The understanding and involvement of management and staff in the development and implementation of Standard Operating Procedures (SOPs) are key components that strengthen the effectiveness of implementation in the field.

All staff, from management to registration staff, demonstrated a good understanding of the SOPs for their respective tasks, developed through routine practice and daily service experience. This aligns with (Nur'aini, 2021) theory, which emphasizes the importance of SOP

understanding by all staff. However, there remains a gap in understanding among patients, who generally follow procedures based on staff instructions rather than understanding the SOPs. This situation highlights the need for increased education and socialization of SOPs to patients to ensure compliance and a good understanding.

Accessibility of Standard Operating Procedure (SOP) Documents

Accessibility of Standard Operating Procedure (SOP) documents is a crucial component to ensure all agency members can easily access and refer to established work guidelines. Standard Operating Procedure (SOP) documents must be publicly available and easily accessible, both in print and digital formats, making it easier for employees to understand and follow each step of the applicable procedures.

This ease of access also helps maintain consistency in task execution and expedites the training process for new employees. With good access, Standard Operating Procedures (SOPs) can be an effective tool in improving work quality and efficiency within an agency. Information from dialogues with informants regarding the accessibility of Standard Operating Procedure (SOP) documents is as follows:

“So, regarding the latest information, patients also know the latest information at the health center. Regarding the socialization of our SOP to employees, we have monthly meetings and workshops every month, so every time there is a new SOP, we announce it at the monthly meeting or we have a morning assembly or briefing every morning where the latest information is conveyed” (informan 1)

“Socialization of SOPs depends on how we conduct workshops for employees. For patients, like the registration SOP, we socialize it periodically, usually every three months. We usually provide instructions for patients visiting the community health center (Puskesmas) on the registration process, from arrival to registration, treatment, and then to picking up their medication, we guide them.” (informan 2)

“Socialization can be done through communication during workshops. We also have tools to explain the SOP process, posters. We have everything, for example, the service flow. There's also the registration process, which is included in the SOP document, which is distributed throughout the Puskesmas.” (informan 3)

“All staff can access the SOP documents because each department has its own SOP. For example, in registration, specifically for medical records, we have our own SOP, and all the staff know and understand it.” (Informant 4)

“We simply provide information like this when patients arrive. We explain the registration process. This way, the public can receive clear, accurate information and facilitate service. Hehe, so people can immediately bring the necessary documents for treatment.” (Informant 5)

“When we visit the clinic, we inform them that there's new information, which could also be related to the latest SOPs. We receive monthly updates at every clinic.” (Informant 6)

“The information officers always explain the SOPs and how to get treatment to me, so I'm not confused. For treatment, you need a Family Card (KK) and an Identity Card (KTP), and your personal data is required if you seek treatment here.” (Informant 7)

“Besides employee information, I've also seen and read about the registration procedures posted on the wall. Sometimes, if I forget, I read them again so I don't inconvenience the staff.” (Informant 8)

““The officer told me the registration process so it was easy for me to get treatment. The officer also helped me a lot with how to register for treatment the first time I went to the community health center” (informan 9)

“During my treatment, I was guided with good service. I was also given information about the registration and treatment procedures, so it was no longer difficult to

get treatment at this health center”
(informan 10)

According to informants, SOP socialization at the Labuhan Deli Community Health Center is conducted routinely and in a structured manner through meetings, workshops, morning roll calls, and posters in strategic areas. Patients also receive direct guidance and can access SOP information through the service flow board, ensuring both staff and patients have a clear and up-to-date understanding of applicable procedures and supporting smooth service delivery.

Knowledge of roles and functions according to Standard Operating Procedures (SOP)

Understanding the roles and functions of both staff and patients at a community health center, as defined by Standard Operating Procedures (SOPs), is crucial for ensuring smooth service delivery. Community health center staff who understand their duties and responsibilities based on Standard Operating Procedures (SOPs), can carry out each step of the service systematically and according to standards, from registration to patient care.

Meanwhile, patients who understand the service flow and procedures will more easily follow each required step, such as bringing the necessary documents and following the staff's instructions. With

both parties understanding their respective roles and functions, the service process at the community health center becomes more orderly and efficient, and is able to minimize misunderstandings or obstacles during the healthcare process. Information from dialogues with informants regarding knowledge of roles and functions according to Standard Operating Procedures (SOPs) is as follows:

“I myself fully understand every step in the service procedure, starting from patient registration to treatment, yes, because I also participated in the preparation of the SOP for this health center, as the head of the health center, I issued a decree regarding the SOP for their respective fields, so my job is to provide direction to all staff or workers according to their SOP”
(informan 1)

“Each of us has hundreds of SOPs. As soon as we step into the health center door, there are already registration SOPs, Medical Record SOPs, and other SOPs. What I mean is that we work based on SOPs, and it's more organized. If we work based on SOPs, I'm not afraid of making mistakes when I follow SOPs. The purpose of SOPs is to prevent malpractice, so that we can treat patients well and correctly, with the correct flow” (informant 2)

“Yes, I definitely understand the SOPs for the Labuhan Deli Community Health Center, especially the SOPs for my area. I

also follow them in my work, because if we don't follow them, it can be chaotic and impact our service." (Informant 3)

"The purpose of the Community Health Center's SOP is to make it easier for staff to serve patients. By following the SOPs, everything is synchronized, so everyone understands, it's easier for staff to do what they need, and patients respond quickly." (Informant 4)

"That's it. That's like the SOP for patient registration. When a patient comes in, I ask them what their purpose is. If they want treatment, I direct them through the registration process. We also provide information about the registration procedure so new patients understand." (Informant 5)

"The SOP I implement every day is: first, when a patient arrives, we register. We ask for their ID card (KTP), and then we register them with their BPJS card. We register them online, then we give them a queue number, and then we get their status." (Informant 6)

"Yes, of course, if you seek medical treatment, you have to follow the procedures here, because if we don't follow the procedures, how can we do it? For example, if we don't bring our Resident Identity Card (KTP), how can people see our registered data? That's the registration procedure that we have to follow" (informan 7)

"I don't really understand about SOPs. Usually, when I get treatment, I just follow the instructions of the staff at the health center. I don't really know what the procedures are, the important thing is that I can be served and get treatment" (informan 8)

"When it comes to the rules at the health center, I don't really know. I just asked the officer what to do. So, just follow this person's flow, I don't know if it's called SOP or not" (informan 9)

"Actually, do you understand or not about the detailed SOP? Because I was directly directed by the officer, I really followed it. After all, we are also patients and we are receiving treatment at the health center here. We have to obey the regulations made by the health center." (informan 10)

This phenomenon indicates patients' dependence on community health center staff during the registration process. Patients tend to be passive and simply follow instructions without a complete understanding of Standard Operating Procedures (SOPs). This can potentially create problems if procedures change or staff fail to provide clear directions, hindering the smooth running of services. Interviews with all informants revealed that the head of the community health center and other staff had a strong understanding of Standard Operating Procedures (SOPs), which helped them carry out their tasks

more systematically and reduced the risk of errors.

However, some patients lacked a thorough understanding of the Standard Operating Procedures (SOPs) and simply followed the staff's instructions. This indicates a patient dependence on staff during the registration process, which can be challenging if procedures change or if staff do not provide clear instructions.

Therefore, it is crucial to improve patients' understanding of Standard Operating Procedures (SOPs) so they can actively participate in the care process. This will enable more effective and efficient implementation of Standard Operating Procedures (SOPs) and improve the quality of healthcare services at community health centers.

Monitoring the implementation of Standard Operating Procedures (SOPs)

Monitoring the implementation of Standard Operating Procedures (SOPs) is carried out by observing and recording each stage of the procedure according to established standards. Registration officers systematically monitor compliance with the registration steps, from obtaining a queue number, verifying patient identity, completing medical record data, to handing over the medical card and directing the patient to the designated service unit.

"In every room, there is a clear SOP that has been regulated through a Decree or

Decree. To monitor its implementation, we routinely hold meetings with workshops every month and also discuss the SOP within it. If there are obstacles, the employees will definitely look for solutions together, and also if there is information regarding the latest SOP, it is also socialized" (informan 1)

"Yes, we also discuss the monitoring and evaluation of SOPs in the monthly meetings and workshops that I mentioned earlier, where all employees participate. So, whenever there is an update or problem in the implementation of SOPs at the health center, we immediately discuss it and find a solution there" (informan 2)

"Yes, we have a quality team that regularly monitors and evaluates the implementation of our SOPs. If there are any discrepancies, this team will discuss them and find solutions so the SOPs can be implemented properly." (informan 3)

"There is, and usually every month it is discussed in a meeting, for example, regarding this SOP, we check whether it is running or not, are there any obstacles, if there are any, a solution will definitely be sought in the meeting" (informant 4).

"So, every day, we, the information and registration officers, directly monitor the implementation of the SOP, starting from verifying patient identity, then recording patient medical records and providing queue numbers. All of this is recorded as a

daily report. Usually, we evaluate it routinely in meetings or workshops. There, we discuss problems that arise when implementing the SOP and look for ways to ensure that the service provided remains good." (informan 5)

In this forum, various challenges that arose during the implementation of Standard Operating Procedures (SOPs) were openly discussed and joint solutions sought to ensure they were implemented effectively and efficiently. Furthermore, a dedicated quality team actively monitored and evaluated the implementation of Standard Operating Procedures (SOPs), ensuring that any discrepancies were promptly addressed and corrective action taken.

Daily monitoring by information and registration officers was also crucial in ensuring compliance with Standard Operating Procedures (SOPs), with records then used as evaluation material for ongoing service quality improvement.

Obstacles to Implementing Standard Operating Procedures (SOPs) for Outpatient Registration

The implementation of Standard Operating Procedures (SOPs) for outpatient registration often faces various obstacles that impact the smoothness of the service process. Another contributing factor is a lack of understanding among patients, especially new and elderly patients,

regarding the registration procedure, which slows down the service process. Patients' lack of awareness of the importance of bringing identification such as an Identity Card (KTP), Family Card (KK), BPJS Card, or Medical Card during registration makes it difficult for staff to provide optimal service. Information from interviews with informants regarding their knowledge of roles and functions according to Standard Operating Procedures (SOPs) is as follows:

"Sometimes there are, yes, we are in the name of the community, there are many who seek treatment, so there are also those who are sometimes impatient, do not follow the queue, we provide an understanding, sometimes there are those who want to follow the rules, some do not, as a solution we provide an explanation to the patient, also provide an understanding that we have rules, this health center service has rules" (informant 1)

"That's why if there is no SOP or if the SOP is not followed, the service will be inconsistent. The same applies to the problem of patients who come without following the SOP for registration requirements, so we provide education" (informan 2)

"It's clear there are, during meetings it is often discussed that there are still some patients who come without any identification, which is also an obstacle for

the registration staff, so we usually remind patients like that to always bring identification in the future when they seek treatment at the community health center" (informant 3)

"Yes, it's true that services are hampered. For example, if a patient doesn't bring any identification, it automatically becomes difficult for us to find their medical record status. Then, there are a lot of patients piling up, so that's one of the consequences. The patient piles up and work gets hampered. It's not often, but there are definitely cases and they can be resolved. We have patient bank data here, so it's not inputted every day. If there are a lot of them, we just have to look for the name of the head of the family, so it's easy to find the status" (informan 4)

"If we work according to the SOP, but yes, sometimes the community, if we do according to the SOP, there are also some who are not accepting if they don't bring complete data, they say we don't want to serve them, that's all, we still serve them, for example, if they have BPJS but don't bring their Resident Identity Card (KTP), that's fine, if they don't bring their Resident Identity Card (KTP), for example, if they have already received treatment and there is a photocopy there, then we will serve them, but if they don't have any identification at all, we will still serve them

but as an independent patient" (informant 5)

"When we seek medical treatment, we must show our medical card. The head of the household can access treatment for his wife and children, regardless of how many children they have. However, the card must be brought along. If it's lost, the health center workers complain about it because they don't want to lose it. If it's lost, they'll have to look for our data again. But actually, if it's lost, we don't want it, because that's what I experienced." (Informant 8)

"I didn't know I couldn't lose the medical card before. It turned out it was lost, so they explained that it had to be replaced and not lost again." (Informant 8)

Informant 8 revealed that a single medical card can be used by all immediate family members, but losing it presents a significant inconvenience for staff, who must search for patient data. This indicates operational challenges that arise when patients fail to bring the necessary documentation, slowing down the service process.

"The first time I went for treatment here, I was in a hurry and left my wallet behind. When I registered, I said I didn't have my ID card (KTP). They reminded me to bring my ID card next time. They asked me for the name of the head of the family. That was it,

so I was still able to get treatment”
(informan 9)

“I once left my medical card behind. They had to look for my details again to see if I had been to the hospital before. It took longer, but the staff were kind and made me a new card.” (informan 10)

“That's why the signal in this health center area is still difficult, sometimes it's slow, and sometimes the lights go out, right? That's why in our medical records, when we input patient data online, we first collect patient data from morning to afternoon, then we input it all at once so that if suddenly there's no signal, we don't have to go back and forth again.”
(informan 4)

Based on informants' statements, it can be concluded that several obstacles remain in the implementation of the Standard Operating Procedures (SOP) for outpatient registration at the Labuhan Deli Community Health Center, primarily related to patient behavior not complying with established procedures. Some patients are sometimes impatient or disobey queue rules and fail to bring necessary identification when seeking treatment, thus hindering the service process.

Discussion

Understanding Standard Operating Procedures (SOPs)

The findings of this study indicate that employees at the Labuhan Deli

Community Health Center generally have a good understanding of Standard Operating Procedures (SOPs) in their respective work areas. This condition supports the concept proposed by (Ridwan, 2021) which states that SOPs function as standardized guidelines to ensure organizational effectiveness and efficiency in decision-making and service delivery. A good understanding of SOPs among staff is crucial in outpatient registration services, where accuracy, speed, and consistency directly influence service quality and patient satisfaction.

This finding is consistent with the theory of (Nur'aini, 2021), who explains that routine practice and repeated implementation of SOPs strengthen employees' procedural understanding and compliance. Similar findings were also reported by (Rahmawati, 2025) and (Elfira et al., 2025), who found that continuous exposure to SOPs improves employee performance and reduces service errors. However, this study differs from findings by (Nita Dwi Nur Aini, 2023), which identified gaps in SOP understanding among staff due to workload and overlapping responsibilities.

Despite the good level of understanding among staff, this study identified a gap in SOP understanding among patients. Most patients tend to follow service procedures solely based on

instructions from officers without fully understanding the SOP flow. This finding aligns with studies by (Bustami, 2011) and (Parasuraman et al., 1988), which highlight that patient comprehension of service procedures significantly influences perceived service quality. In contrast, patient-centered care models promoted by (World Health Organization, 2016) emphasize the importance of actively involving patients in understanding service processes, which has not been fully achieved in this setting.

Aksesibilitas Dokumen Standar Operasional Prosedur (SOP)

Accessibility of SOP documents plays a critical role in ensuring effective implementation. According to the Indonesian Ministry of Health SOP guidelines (Hartanti & Suryani, 2024), SOPs must be easily accessible to all employees in every work unit to ensure standardized work processes. The findings of this study show that the availability of SOP documents in both physical and digital forms facilitates staff understanding of outpatient registration procedures.

This finding is in line with research by (Rahmawati, 2025), which states that easy access to SOP documents enhances employee compliance and work discipline. Similarly, (Hartanti & Suryani, 2024) found that SOP accessibility contributes positively to public service quality by

fostering a standardized work culture and increasing public trust. Compared to studies reporting limited SOP access due to technological constraints (Wibowo., 2020), the Labuhan Deli Community Health Center has demonstrated proactive efforts through routine dissemination via meetings, workshops, morning roll calls, and informational posters.

However, unlike findings by (Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., 2012), which emphasize equal access for both staff and service users, patient access to SOP information in this study remains limited to visual posters and verbal explanations. This indicates that while staff accessibility is adequate, patient-oriented SOP dissemination still requires improvement.

Knowledge of roles and functions according to Standard Operating Procedures (SOPs)

SOPs serve not only as technical guidelines but also as instruments to clarify roles, ensure accountability, and reduce work variation (Hartanti & Suryani, 2024). The findings of this study indicate that most employees understand their duties and responsibilities according to the SOPs, supported by the use of flowcharts that simplify work steps. This aligns with (Hidayat et al., 2021), who emphasizes that visual SOP formats enhance

comprehension and consistency in task execution.

Similar results were reported by (Ridwan, 2021), who found that clear role delineation improves service efficiency. However, this study differs from findings by (Nita Dwi Nur Aini, 2023), where unclear task division led to service delays. The main challenge identified in this study lies not in staff role understanding, but in limited patient understanding of SOPs, which may become problematic when procedures change or instructions are unclear.

Monitoring the implementation of Standard Operating Procedures (SOPs)

Monitoring is a key component in ensuring the sustainability and effectiveness of SOP implementation. According to (Hidayat et al., 2021), monitoring functions not only as supervision but also as an organizational learning mechanism. The findings of this study show that monitoring at the Labuhan Deli Community Health Center is conducted systematically through decrees (SK), monthly meetings, workshops, and daily supervision by registration officers and the quality team.

This finding aligns with studies by (Gibson, J. L., Ivancevich, J. M., & Donnelly, 2012), which emphasize continuous monitoring as a driver of organizational improvement. Compared to

studies that reported weak monitoring systems in primary healthcare facilities (Nita Dwi Nur Aini, 2023), the monitoring mechanism in this health center appears relatively structured and participatory.

Barriers to the implementation of Standard Operating Procedures (SOPs) for outpatient registration

Despite overall positive implementation, several barriers remain. Consistent with (Hidayat et al., 2021), this study found that SOP effectiveness depends not only on staff compliance but also on patient behavior and participation. Inappropriate patient behavior, such as impatience and failure to bring required identification, emerged as major obstacles in outpatient registration.

This finding is consistent with (Nita Dwi Nur Aini, 2023), who identified patient preparedness and system complexity as key barriers. However, unlike studies reporting service disruption due to such barriers, the Labuhan Deli Community Health Center demonstrated adaptive strategies, including patient education and the use of patient bank data to maintain service continuity. Similar results were reported by (Pratiwi, D., Lestari, Y., & Ramadhan, 2022), who found that incomplete patient administrative documents and low procedural awareness frequently disrupt outpatient registration workflows in primary healthcare facilities. However,

unlike studies reporting service disruption due to such barriers, the Labuhan Deli Community Health Center demonstrated adaptive strategies, including patient education and the use of patient bank data to maintain service continuity.

Research Implications

The findings imply that strengthening patient education regarding SOPs is essential to complement staff compliance and improve service quality. Enhancing patient-oriented SOP dissemination and integrating adaptive solutions for technical constraints can further optimize outpatient registration services at community health centers.

Research Limitations

This study is limited to a single community health center, which may restrict the generalizability of findings. Additionally, patient understanding of SOPs was assessed descriptively without standardized measurement instruments, which may limit the depth of behavioral analysis.

Conclusions

This study indicates that the implementation of Standard Operating Procedures (SOPs) in outpatient registration services at Puskesmas Labuhan Deli is essential for ensuring service consistency, efficiency, and accountability. SOPs function not only as administrative guidelines but also as a framework that

supports organized workflows and improves the overall quality of primary healthcare services.

The effectiveness of SOP implementation is influenced by staff understanding, organizational culture, leadership support, and patient participation. Technical limitations, particularly unstable internet connectivity during the transition to electronic medical records, highlight the importance of infrastructure readiness in supporting procedural compliance. These findings suggest that SOP implementation is a continuous process that requires adaptation, effective communication, and regular evaluation.

Future research is recommended to examine SOP implementation across multiple primary healthcare centers, incorporate patient perspectives, and assess the long-term impact of digital health system integration on service quality and patient satisfaction.

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